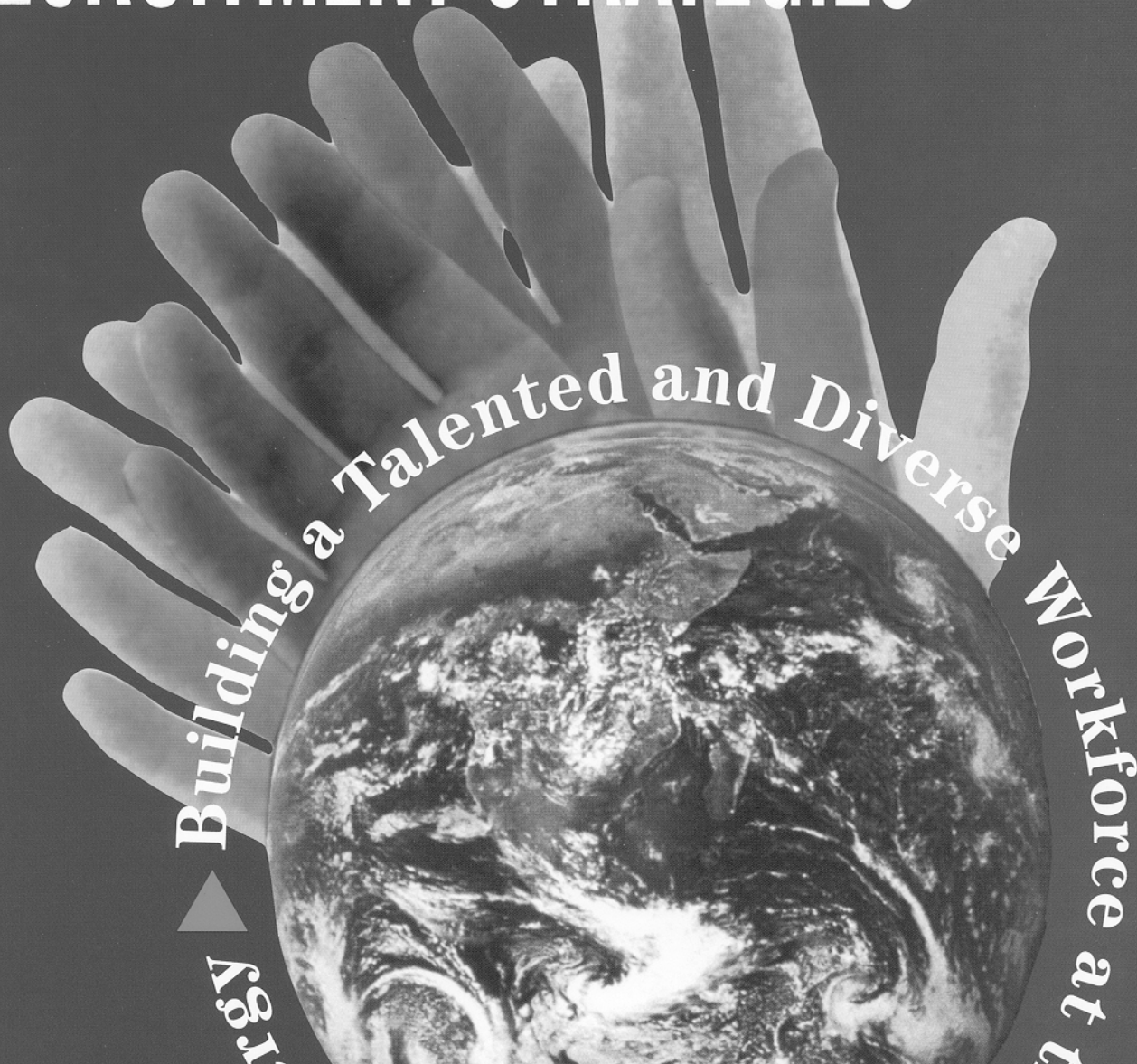


RECRUITMENT STRATEGIES



Recruitment Strategies
Building a Talented and Diverse Workforce at DOE

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<http://www.hr.doe.gov/pers/doejobs.htm>

Recruitment Strategies **Building a Talented and Diverse Workforce at DOE**

Overview

On November 20, 1998, each of the Heads of Departmental Elements received a copy of the "Guidelines for Workforce for The 21st Century Plan (i.e., "Workforce 21")." In that plan, the Secretary announced the beginning of a new initiative to prepare for the Department of Energy workforce of the future (See Appendix G). The Department's employment statistics suggest that in some program offices 30 - 60 % of the staff will become retirement eligible within the next three to five years. In order for the Department to meet its critical mission needs it must hire and continue to develop a talented and diverse workforce. Workforce 21 efforts will address the recruitment and retention challenges needed in order for the Department to remain competitive with the private sector and other Federal agencies.

Workforce demographics clearly indicate that America is changing and that the workforce for the future will have more women and minorities. Establishing clear recruitment strategies, including strategies to reach diverse populations today will ensure that the Department will attract, retain, and develop the future leaders of tomorrow.

This guide offers information on how to effectively design, develop, and implement recruitment strategies that support Workforce 21 and will ultimately yield your office a talented and diverse workforce. It will also provide you with information on tools and flexibilities that will help you conduct effective recruitment in a time of great competition.

Organizations are encouraged to modify, and/or experiment with the approaches in this guide in order to enhance their recruitment strategies. Recruitment strategies may be influenced by the organization's geographic location, current demographics and other workforce planning considerations.

This guide contains a great deal of information on various methods, tools, special authorities and sources of information for establishing effective recruitment programs. Also included is a listing of DOE policy experts and program specialists who are available to assist in interpreting and applying guidance.

Recruitment Strategies

Recruitment Program

A recruitment program, especially one which includes an emphasis on workforce diversity, needs to be an integral part of the total management focus and a continuous human resources management responsibility. Workforce 21 provides an opportunity for offices to develop and integrate effective recruitment strategies that provide well qualified and diverse candidate pools to use in filling job opportunities at the Department.

A successful recruitment plan should have the following objectives:

- Create qualified and diverse applicant pools
- Meet the short and long range employment needs of the Department of Energy
- Bring highly skilled employees to the Department
- Market Federal service as a career of choice

The following components are integral to the success of implementing effective recruitment strategies:

- Management Support and Involvement
- Consultation with Human Resources and EEO Professionals on Recruiting Methods/Sources/Strategies
- Marketing Plans Established for Specific Positions or Groups of Jobs
- Development and Support for Assessment of Recruitment Efforts (Appendix A)

Management Support and Involvement

Involvement - Managers, in consultation with Human Resources professionals and Diversity Managers, should assist in the identification and development of targeted recruitment efforts. Managers should be specific in describing the work that is to be done and identifying position competencies. Once on board, managers will have an opportunity to show their support for recruitment efforts by encouraging, coaching and providing leadership to new employees.

Performance - Ideally, diversity employment objectives should be incorporated into a manager's annual performance plan. This assures that the recruitment program function has clear accountability and is provided the recognition and resources (including appropriate staffing and financial support) needed.

Team Approach - The most successful approach to recruiting is an integrated team approach that encompasses management, supervisors, technical staff, human resources specialists, and equal employment opportunity specialists. A team should be established that supports the development and implementation of effective recruitment strategies.

Clear Employment Policies - The key to maintaining successful recruitment and selection practices is having clear, consistent, and well-thought out employment policies that address and support diversity. Workforce 21 emphasizes the need for each organization to support diversity and encourages organizations to incorporate diversity in their human resources planning and management activities. Policies for recruitment, outreach, and hiring need to be communicated to all levels of an organization's management and staff both orally and in writing. These policies should be incorporated into managerial and supervisory training courses in order to

institutionalize the recruitment process within organizations. Policies on recruitment should be forwarded to all managers within an organization in order to increase understanding and obtain buy in.

Effective Workforce Planning - It is incumbent upon each Departmental organization, as they do workforce planning, to establish a workable and innovative action plan that will assist in building a high quality, representative workforce within the Department. As noted in "Workforce 21," any hiring plan must clearly reflect workforce planning in support of mission-critical programs and associated skills needs.

The Role of Human Resources and Diversity Organizations

Human Resources and Civil Rights offices are important collaborators in developing effective recruitment strategies, implementation activities, and evaluation methods. Their roles should include most, if not all, of the following:

- (1) Serving as consultants on recruitment strategies, sources, and activities
- (2) Implementing the legal, regulatory, and administrative framework for achieving a talented and diverse workforce
- (3) Coordinating recruitment activities with other reporting requirements such as the Federal Equal Opportunity Recruitment Program (FEORP)
- (4) Furnishing advice and assistance to all levels of management on staffing tools and authorities and EEO programs and policies
- (5) Assisting management in maintaining a diverse workforce through career development and other programs
- (6) Developing partnerships with employee advocacy groups and other diverse recruitment sources such as academic institutions, professional associations, stakeholders and community action groups
- (7) Promoting special employment programs such as the Student Educational Employment Program, the Presidential Management Intern Program, and other programs designed to new, talented, and diverse entry-level employees into the organization

Recruitment Methods, Sources, and Strategies.

Two major recruitment methods are external and internal recruitment. Human Resources professionals should be consulted as diversity recruitment methods, sources and strategies are planned. Sources and strategies differ according to the recruitment method selected. When filling positions it is usually best to use a number of recruitment sources, strategies, and methods simultaneously. Vacancy announcements should typically remain open for at least a month to achieve the best results in terms of creating a well qualified applicant pool and, to allow for full and open competition among internal and/or external potential candidates.

Recruitment Strategies

Before selecting an internal and/or external recruitment method, source or strategy, the following should be considered:

- Skill levels needed and type of position
- Available internal and external labor market
- Geographical location of the job(s) at issue and of potential hires
- The nature and extent of outreach needed to ensure a talented and diverse candidate pool
- Recruitment budget and projected costs

External Recruitment

External recruitment provides the Department with the opportunity to obtain a broad spectrum of candidates and help secure a talented and diverse workforce. Most vacancies for which candidates outside the Department are sought will require advertisement to allow well-qualified current or former DOE or other Federal employees to apply and receive selection priority under the DOE Career Transition Assistance Program (CTAP) or the Interagency Career Transition Assistance Program (ICTAP). The following are some frequently used methods of recruitment:

(1) **Open Houses, Job Fairs, and Career Days** are sources for recruiting and screening large numbers of applicants over a short period of time. They can be organized on a shared cost basis with other Departmental organizations. Postcards should be sent as a follow up to applications received during **open houses, job fairs, and career days**. If there is an opportunity to conduct one-on-one interviews during an event, skilled recruiters are necessary for this purpose. These sources offer the Department an opportunity to demonstrate its mission and employment capabilities through marketing vehicles such as brochures, videos and professional exhibits. (See the 1999 "Recruitment Calendar" for a listing of potential activities).

(2) **Paid Advertising** in newspapers, professional journals, and other media should be used to recruit for any position or occupation when such advertising is likely to provide high quality applicants who might not otherwise be available. Advertising can generate substantial responses from a carefully targeted audience and create a favorable impression of the Department.

(3) An important source for filling entry level professional, technical, and administrative positions is an effective **academic relations and recruitment program**. Recruiting at two and four year colleges, high schools, vocational education institutions, trade, and technical schools are valuable traditional sources for attaining skilled personnel. A continued relationship with academia provides an opportunity for the Department to play a significant role in the development of the Nation's future workforce.

(4) Many applicant job skills will be acquired **on-the-job** instead of traditional educational sources, particularly for highly specialized programs. **Internships, fellowships, and student employment programs** provide a vehicle for exposing students to the rewards and challenges of a Federal career while teaching the required job skills.

(5) Volunteer programs, adopt-a-school, and mentoring can also attract applicants to the Department.

(6) Professional associations, stakeholders, and community groups serve as recruitment sources for obtaining quality and diverse candidates.

(7) Commercial recruiting firms and nonprofit employment services may be a viable option for many organizations. For more detailed guidance and OPM regulations see Appendix D.

(8) OPM Sources are available to the Department to provide any examining and/or other staffing related services on a reimbursable basis. Please see Appendix E for a summary of services.

Internal Recruitment

Internal recruitment ensures that current employees have an opportunity to develop and advance within the Department. The Department is committed to the recruitment, development, advancement, and retention of a competent and diverse workforce. DOE employee advocacy groups such as Blacks in Government, Federally Employed Women, Hispanic Association of the Department of Energy, etc. can assist in developing strategies to reach and attract a diverse candidate pool. Several mechanisms for internal recruitment development and advancement are listed below. These may be linked with development mechanisms such as internships, apprenticeships, supervisory/managerial development and career enhancement educational programs.

(1) Area of Consideration. The area in which the Departmental Organization makes an intensive search for eligible candidates for a specific position. The minimum area of consideration as defined in the Department's Merit Promotion Plan may always be expanded to include a larger pool of applicants. Local collective bargaining agreements, if applicable, should also be consulted for specific provisions on area of consideration.

(2) Bridge Positions. Positions established to allow employees to move from a position or occupational category without career potential or advancement opportunities to a position or occupational category with career potential or advancement opportunities.

(3) Career Counseling. The Career Management Resource Center provides service to employees to assist them in: 1) assessing their skills, abilities, interests, and aptitudes; 2) reviewing occupational qualification requirements in the context of individual aptitudes; 3) defining career goals and developing plans for attaining them; 4) identifying and assessing education and training opportunities; 5) identifying factors which may impair career development; and 6) learning about resources for career enhancement inside and outside the agency.

(4) Career Ladders. Successive grade levels through which an employee may advance to the full performance level of the position to which appointed or assigned. The career ladder is established based on a classification decision that sufficient work exists at the full performance level to support the grade. A career ladder provides progressively more responsible experience and noncompetitive promotion potential for incumbents up to the designated full performance level.

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(5) Executive Potential Program. The Executive Potential Program (EPP) is designed in conjunction with a model of effective managerial performance developed by the Office of Personnel Management. The EPP provides a foundation of management training and appropriate developmental experiences to high potential GS-13 and GS-14 level individuals in preparation for higher level management and executive positions. Designed primarily for occupational specialists at the journeyman level who are transitioning into management as a second profession, the program holds special significance for employees who need to complement their technical expertise with professional management skills.

(6) Women's Executive Leadership Program. The Women's Executive Leadership (WEL) Program is a developmental program for employees at the GS-11 to GS-12 levels. The Program provides training and development opportunities for high-potential Federal employees (both men and women), to prepare them for future positions of leadership in the Federal government.

(7) New Leader Program. To prepare high potential employees at the GS-7 to GS-11 levels for leadership positions by enhancing communication, problem solving, leadership, and interpersonal skills.

(8) Aspiring Leader Program. To prepare federal employees at the GS-5, 6 and 7 levels in one-grade interval technical, administrative, and support positions to be team leaders and supervisors by strengthening basic competencies in managerial skills including problem solving, oral and written communication, interpersonal skills, and self-direction.

MARKETING PLAN

The role of marketing in a recruitment program is to help ensure a continuous pool/pipeline of quality and diverse applicants for various vacancies within the Department. It is dependent upon workforce planning to identify the short and long term human resources needs. Funding levels available to market career opportunities in the various Departmental organizations should be established through budget and program planning.

The following are considerations when developing effective marketing strategies:

(I) What is the employment culture of the agency and its value to a potential applicant? What is the salary level, (benefits not included in salary), developmental opportunities, career potential, emphasis upon workforce diversity and job satisfaction?

(II) Where are employment opportunities geographically available within the Department? Identify the geographical locations, opportunities for relocation, availability of work-related travel, pay differentials and allowances (see your organizations personnel specialist for details).

(III) What internal and external marketing strategies will reach a cross-section of quality and diverse applicants? Identify specific activities such as the use of targeted advertising and anticipated results.

a. Advertising Techniques. Some frequently used advertising techniques are listed below:

(1) **Direct mail** can be used to target potential applicants particularly hard-to-fill and specialized occupants. Direct mail broadens recruitment efforts to reach an even greater number of prospective employees, many of who may not be considering a job change. Direct mail can reach quality applicants who are successfully employed and seldom read want ads.

(2) **Radio and TV** can display positive images of the Department and public service, the employees, and work environment and can be used to recruit large numbers of applicants very quickly. Cable TV can be a very cost effective mechanism.

(3) **Media advertising** such as newsletters, professional literature and journals, hotlines, bulletin boards, and special workshops are used to inform applicants of the career challenges in the Department and to elicit feedback from the applicants community.

(4) **Ad agencies** can be used to place advertisements in technical, professional, and minority publications and magazines to inform a large segment of the population about the Department.

(5) **On line Recruiting** is a practical, cost efficient, and growing method of finding qualified job candidates. On line recruiting can provide far reaching results. A fixed amount of funds may be set aside to explore “cybercruiting” expenses. The Department currently has a recruiting **Web page** (<http://www.hr.doe.gov/pers/doejobs.htm>). Our Department of Energy jobs web site address should appear on critical vacancy announcements to expedite the application process and gain more geographical exposure. Our Department of Energy jobs web site links to information about the Department and its missions so potential applicants can find out more about DOE.

To make further use of the Internet, experimentation with various venues should begin by determining relevant job sites on the Internet that contain pools of desired skill sets essential for your vacancy. These sites include free federal and state job posting services and commercial online sites targeting certain industries i.e. (www.salesEngineer.com) or (www.ProjectManager.com). Organizations may also wish to search job boards such as Monster Board (www.monster.com), JobTrak (www.jobtrak.com), Career Mosaic (www.careermosaic.com), Career Path (www.careerpath.com), and Minorities Job Bank (www.minorities-jb.com) this usually requires a fee. Results of Internet recruiting should be monitored to ensure the most cost efficient and effective venues are being utilized. Internet recruiting should be part of a larger recruiting strategy and should compliment traditional recruiting methods being used.

Alternative Short-Term Recruitment and Staffing Options

Listed below are several options organizations may consider to address identified immediate needs, intermittent workloads, or short term (under four years) needs.

Temporary Appointments

- Use of temporary appointments in the competitive service for positions that are expected to last longer than 1 year, and which may be extended for 1 additional year. Recruitment for these positions is accomplished through the competitive process. *

[5 CFR part 316]

Term Appointments

- Use of term appointments in the competitive service when positions are expected to last longer than 1 year, but not more than 4 years. Reasons for making term appointments include project work and extraordinary workloads. Recruitment is accomplished through the competitive process.

[5 CFR part 316, subpart C]

Part-time Employment

- Making appointments with varying work schedules such as part-time (which may include job-sharing arrangements), intermittent, and seasonal. Intermittent work schedules are used only when the nature of the work is sporadic and unpredictable. Seasonal work involves annually recurring periods of work which is expected to last at least 6 months during a calendar year. The use of varying work schedules may serve as an incentive to attract applicants who prefer to work less than full-time.

[5 CFR part 316 subpart D, part 340]

Details

- A detail is an assignment within a department for employees for brief periods. 5 U.S.C. 3341 allows for intra-agency details in increments of 120 days.

Temporary Help Services

- Commercial temporary help services may be used for brief periods (120 days, with an extension of an additional 120 days) for short-term situations. This option may be used only when regular recruitment and hiring procedures are determined to be impractical, and is accomplished through the Federal procurement system.

[5 CFR part 300, subpart E]

** for other temporary appointments consult with you Human Resources management office.*

Special Hiring Programs

Many special hiring programs allow a more expeditious hiring process because they often involve appointing authorities which are excepted from normal competitive staffing and hiring procedures. In addition, these types of programs provide a “pipeline” of talented individuals for future employment needs.

Veterans' Readjustment Appointment

- The appointment of veterans in the excepted service under the Veterans' Readjustment Appointment. This is a special authority under which agencies can appoint an eligible veteran up through the GS-11 or equivalent grade level without competition. The candidate must meet specific military service requirements along with the applicable qualification requirements. In some cases, veteran's preference and additional restrictions may apply; your Human Resources Offices should be consulted for specific requirements.

[5 CFR part 307]

Student Career Experience Program/Student Temporary Employment Program

- The appointment of graduate and undergraduate students in the excepted service under the Student Educational Employment Program. There are two components of this program: the Student Temporary Employment Program (STEP) and Student Career Experience Program (SCEP). These are special authorities under which agencies can appoint students who are enrolled or have been accepted for enrollment for at least a part-time schedule at an accredited institution. Appointment in the STEP program is not-to-exceed 1 year, and may not be converted to permanent. Individuals in the SCEP program may be noncompetitively converted to career/career-conditional appointments within 120 days of academic requirements completion.

[5 CFR 213, subpart C, 213.3202]

Volunteer Service Program

- Volunteer Service Program provides an opportunity for high school and college students to explore career options as well as develop personal and professional skills. It allows for jointly developed agreements between the Department of Energy and academic institutions aimed at providing students with academic related work experience for which they may receive college credit.

[5 CFR part 308]

The Department of Energy Diversity Partnership Program

- The Department of Energy Diversity Partnership Program provides an opportunity for college students who have strong academic records to develop a working knowledge of their major while enhancing their awareness of Department of Energy career opportunities. To date partnerships have been established between Department of Energy and the Hispanic Association of Colleges and Universities, the National Association for Equal Opportunity in Higher Education, the American Indian Science and Engineering Society, and the Center for the Advancement of Hispanics in Science and Engineering Education.

Metropolitan Consortium for Minorities in Engineering (METCON)

- The Metropolitan Consortium for Minorities in Engineering (METCON) Program identifies talented students who have demonstrated an aptitude for math and science and have expressed an interest in pursuing careers in these fields and related fields. The students participate in summer internships which are a combination of work assignments and seminars.

Employment of Persons with Disabilities

- People with disabilities may be hired through the traditional competitive hiring process or, if they qualify, noncompetitively through the use of excepted appointing authorities. There are two ways to

Recruitment Strategies

hire persons with disabilities noncompetitively: they can be certified as eligible by the State Vocational Rehabilitation Agency, Department of Veterans Affairs, or Gallaudet University in Washington, DC; or people who are severely disabled can be hired noncompetitively after successful completion of a 700-hour appointment.

[5 CFR part 213, subpart C, 213.3102 (t) (u)]

The Outstanding Scholar Program

- The Outstanding Scholar Program is designed to recruit undergraduate level students with excellent academic backgrounds.

Presidential Management Intern (PMI)

- The Presidential Management Intern (PMI) Program is an entry-level career development and training program designed to attract outstanding candidates who have an interest in, and commitment to a career in public service. Individuals hired in these positions may be appointed non-competitively through OPM.

[5 CFR part 362]

Excepted Service Appointment Authority

- DOE has two Excepted Service appointment authorities available to recruit and retain high-quality technical staff. Use of these authorities can expedite the hiring process and provide pay flexibilities to enhance recruitment and retention of highly qualified technical, professional and administrative staff. Pay raises and benefits are equivalent to those found in the GS and SES systems.

(1) authority to fill up to 200 scientific, engineering, and technical positions performing activities relating to the safety of the Department's defense nuclear facilities and operations was included in the National Defense Authorization Act for 1995. This authority can only be used to fill scientific, engineering, or technical defense nuclear facilities safety-related positions.

(2) the excepted service appointment authority found in Section 621(d) of the Department of Energy Organization Act is available for use in hiring up to 200 high quality individuals, that may otherwise be difficult to attract and retain under current competitive service rules and procedures. Although primarily intended for scientific, engineering, and technical positions, this authority may also be used for technical, professional and administrative positions, as well as for positions in operations not related to defense nuclear facilities safety.

Pay under both excepted service personnel authorities may be established up to an amount provided for by Executive Level III. Pay administration in the excepted service is governed by broad salary bands in contrast to setting pay under the more traditional GS/SL/SES systems.

Section 621 (d), DOE Act (Pub. L. 95-91);

Section 3161 (a), National Defense Authorization Act (Pub. L. 103-337)

Authorization Act (Pub. L. 103-337)

APPLICABLE LAWS AND REGULATIONS

Statute and regulations limit the Federal government's ability to make on-the-spot job offers. For example:

1. The Veterans Employment Opportunities Act of 1998 requires agencies to open all merit promotion announcements (competitive service) to veterans and preference eligibles when announcements are open to candidates outside the agency.
2. The Career Transition and Assistance Program (CTAP) requires DOE to announce jobs so that certain surplus and displaced employees facing separation by reduction in force (RIF) have an opportunity to apply and receive selection priority before outside candidates can be considered.
3. Section 301 of the Energy and Water Development Appropriations Act of 1996 requires DOE to announce vacancies and give selection priority to certain DOE employees with a RIF separation notice or separated by RIF, before outside candidates can be considered.
4. The Interagency Career Transition Assistance Program (ICTAP) requires DOE, when considering outside candidates for vacancies, to announce jobs so that certain employees of other Federal agencies who are facing or separated by RIF have an opportunity to apply and receive selection priority.

Administrative Flexibilities to Enhance Recruitment and Retention of a Talented and Diverse Workforce

The best way for organizations to continue to build a talented and diverse workforce at the Department is to fully explore, understand, and make use of all the available hiring and retention tools and flexibilities. Listed below is a brief summary of administrative flexibilities applicable in a variety of staffing scenarios.

- Recruitment bonuses of up to 25 percent of basic pay may be paid to high-quality candidates who would otherwise be lost due to the normal entry salary levels being non-competitive with others in the labor market.

[5 CFR 5753; 5 CFR 575.1]

- Relocation bonuses of up to 25 percent of basic pay may be paid to attract high-quality candidates, or employees, to positions which are difficult to fill or to keep filled.

[5 USC 5753; 5 CFR 575.2]

- Retention allowances of up to 25 percent of basic pay may be paid to high-quality employees who would otherwise leave Federal Government.

[5 USC 5754; 5 CFR 575.3]

- Superior Qualifications Appointment pay at a higher step within the grade rate range may be offered to candidates with unusually high or unique qualifications the Department of Energy needs.

[5 USC 5333; 5 CFR 531.203]

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- Grade and pay retention is available for an employee placed in a lower grade as a result of a reduction in force (RIF), or whose position is reduced in grade as a result of reclassification of their position.

[5 USC 5362-5363; 5 CFR 536]

[5 USC 3594 (c) (1) (B); 5 CFR 359.705]

- The restriction on a military or civilian retiree receiving dual compensation, i.e., retirement and salary, may be waived by OPM at the Department's request when there is exceptional difficulty in recruiting or retaining a qualified employee for the position, or to meet temporary emergency hiring needs. The Department has been delegated the authority by OPM with respect to certain types of computer and information systems positions.

[5 USC 5531; 5 CFR 553.1]

- Payment is authorized for expenses of an individual traveling to and from a preemployment interview for any Federal Service position which is not limited to 1 year or less. The purpose of the interview must be to assess the individual's qualifications for a position or, in the case of a shortage occupation, to interest a candidate in the position. This applies to individuals under consideration for appointment or relocation.

[5 USC 5706; 5 CFR 572.1]

- Payment may be authorized for the expenses of a new hire's travel and transportation of household goods to their first duty station for any position regardless of whether a shortage of candidates exists. The appointment cannot be limited to 1 year or less.

[5 USC 5723; 5 CFR 572.1]

- Special salary rates provide a higher salary range for a particular occupational series, grade, and geographical area.

[5 USC 5305; 5 CFR 530.3]

- There are a variety of monetary awards which can be used as tools to motivate, reward, or recognize high achieving employees. These should be used in a progressive manner commensurate with the nature of the contribution or continuous contributions in order to increase employee responsiveness and mission accomplishment.

[5 USC 4503; 4505A; 5336]

[5 CFR 451.104; 430; 531.5]

- There are also non-monetary awards which may be used to recognize major contributions in support of the Department's missions and goals. These non-monetary awards can be used as tools to motivate, reward, or recognize excellent employees.

[5 USC 4502-4503; 5 CFR 451.104]

FLEXIBILITY UNDER CERTAIN APPOINTING AUTHORITIES

Outstanding Scholar and Bilingual/Bicultural Programs

In 1981, the U.S. District Court of Columbia (District of Columbia) resolved a class action suit by approving and issuing *Luevano Consent Decree*. To reduce adverse impact on “Blacks and Hispanics”, the decree authorized the Outstanding Scholar Program and Bilingual/Bicultural Program. The court said these programs **should supplement, but not replace, competitive examining procedures** used to fill jobs in specified professional and administrative occupations at GS-5 and 7. Under these conditions, agencies may hire, as an exception to normal competitive procedures, graduates who meet the special criteria contained in the *Special Employment Handbook*. Basically these criteria are:

-Applicants must be college graduates and have maintained a grade point average (GPA) of 3.5 or better scale for all undergraduate course work, or have graduated in the upper 10 percent of their graduating major university subdivision, such as School of Business Administration. A college degree in any major is qualifying for most of the career fields covered by the Outstanding Scholar Program. However, some positions require specific courses in subjects related to the job.

Note: These programs provide flexibility in hiring, however, as indicated below, public notice must be given before using the authorities. The following conditions apply in conjunction with the use of these authorities.

- ICTAP requirements - an announcement must be sent to OPM, however a minimum period of 5 work days may be adequate.
- If DOE employees were RIF'd by any organization located within the commuting area of the vacancy, a 30-day publicity period may be required under the DOE Career Transition Assistance Program based on section 301 of the Energy and Water Appropriations Act of 1996.
- Ensure there is proper documentation to show that the special hiring authorities did not replace the competitive examining process, i.e., OPM lists of eligibles were also used. OPM monitors the use of these authorities, and agencies are cautioned that the number of appointments under these authorities should not exceed those made under competitive examining appointing authorities for professional and administrative occupations which are covered by the Decree.

Appendix A Assessment

Recruitment Strategies

Development and Support for Assessment of Recruitment Efforts

The Department of Energy will assess the results of its recruitment program as compared to the objectives of the program. Recruitment strategies should depend on the mission of the agency, its staffing needs, and budget. Before using any of the examples listed below, those responsible for recruitment should make some estimate of their success, and prepare cost comparisons before and after the recruitment activity to determine if the expense was justified by the results. In addition to cost, assessment should take place with respect to the number of staff required to manage the activity, the lead time required for putting one or more of these activities into place, and whether the activity may be used for multiple occupations and populations. Applicant response to various recruitment activities should be measured and tracked.

Elements to Consider at Periodic or Annual Intervals:

- (a) comparison of positions identified to be filled with actual hires, transfers, and reassignments. Were positions filled with applicants recruited externally, or through internal recruitment?
- (b) what did the recruitment activity cost compared to initial estimates?.
- (c) what was the cost per hire?
- (d) how many staff actually worked on the activity? Compare to estimates.
- (e) how many *and* what diverse groups of applicants (e.g., women, people with disabilities, etc.) were interviewed? How many were hired, and into what positions?
- (f) how do current populations of employee groups compare to those before the recruiting activity? Are there more minorities and special interest groups, e.g., disabled veterans, in the agency pool?
- (g) at one year intervals, compare hires with performance and retention rates.

Additional Considerations

Additionally, program assessment may consider the following:

Based upon the workforce analysis and planning conducted, are the program objectives clearly spelled out in operational terms?

Did the program plans specifically address these objectives and how they should be met? Specifically, did the plan include:

- (a) strategic planning (consideration of the need to contract out work; use expert systems, consultants, automation; and budgetary limitations on funds and ceilings);

- (b) procedures for determining personnel requirements; procedures for determining personnel availability;
- (c) procedures for matching personnel availability to requirements; and
- (d) specific results anticipated.

Did the program actually meet these objectives? Did the recruitment program solve the problems identified in workforce analysis and planning? This can be accomplished by focus groups or by surveys, self-assessments, and reviews. Specifically, the following are suggested:

- (a) *Managerial Opinion Survey (formal or informal)* Questions should be directed to agency management about their knowledge of the recruitment program, including program objectives and delegations of authority.
- (b) *Recruiting Program Self-Assessment* This assessment covers the types of statistics to be collected, completion, and timeliness of individual assignments, internal agency coordination, and general accomplishments of the recruiting program.
- (c) *Surveys Requesting Feedback* from academic institutions, professional associations, stakeholders, new hires and any other outside groups which were involved in the recruitment activity. Surveys should be administered periodically, for example when an employee is hired, several years into employment, and-upon leaving the agency.
- (d) *Recruiting Program Review* For recruiting program assessments, outline assessment functions to be performed at various levels within the organization and list procedures and time requirements which are to be followed in the completion of program activities.

Appendix B
Training and Professional Development of Recruiters

Training and Professional Development of Recruiters

a. Role of Recruiters. The recruiter's role is to represent the Department to prospective employees, identify quality candidates, and help them through the hiring process. Recruiters should be quality salespersons who can project a positive image of the Department.

b. Qualifications. Recruiters can come from any part or level of the Department including your office, management functional areas, personnel, civil rights office etc.. However, they should possess specific qualities:

- (1) an understanding of and a commitment to the value and the importance of public service
- (2) professionalism
- (3) broad knowledge of the Department
- (4) commitment to understanding cultural diversity and developing a quality and diverse workforce
- (5) able judgment of an individual's knowledge, skills, and abilities
- (6) enthusiasm
- (7) good communication skills

c. Enthusiasm. Enthusiasm is the key. Recruiters are required to: travel long distances, spend extended days interviewing, and represent the Department cheerfully and competently. Enthusiasm is contagious, too! Applicants are influenced by a recruiter's attitude about the Department.

d. Ethical Standards. Because the recruiter is in a position to influence an individual's career decision, ethical standards must be maintained between employer and prospective applicant. The recruiter should observe the following ethical consideration at all times:

- (1) ask questions that are legal, nondiscriminatory, and related to the job selection process;
- (2) never share confidential applicant information with others without prior approval of the applicant;
- (3) honor all commitments, including responses to applicants within the time frame mutually agreed upon;
- (4) represent accurately the position and work environment being discussed;
- (5) use only valid and OPM or Department approved criteria as screening and ranking devices;
- (6) abide by the host institution's rules and administrative practices when recruiting off-site.

Appendix C
Publicizing/Advertising Requirements for
Primary Outside Hiring Programs/Appointing Authorities

PUBLICIZING/ADVERTISING REQUIREMENTS for PRIMARY OUTSIDE HIRING PROGRAMS/APPOINTING AUTHORITIES

EMPLOYMENT AUTHORITY/PROGRAM	ADVERTISE		REASON FOR ADVERTISING				REMARKS
	YES	NO	CTAP	ICTAP	301	VEOA	
Bilingual/Bicultural Program	✓		✓	✓	✓		
Career/career conditional appointments, including transfers and reinstatements	✓		✓	✓	✓	✓	VEOA applicable to merit promotion announcements open to outside candidates.
Defense Facilities Excepted Service Authority	✓				✓		Advertising may be required under Sec. 301 in relation to RIFs within the commuting area.
Diversity Summer Partnership Program		✓					
DOE Organization Act Section 621(d) Authority	✓				✓		Advertising may be required under Sec. 301 in relation to RIFs within the commuting area.
Excepted appointments (General)	✓		✓		✓		Advertising may be required under CTAP & secretary, 301 in relation to excepted service RIFs within the commuting area.
Metropolitan Consortium for Minorities in Engineering (METCON) Program		✓					
Noncompetitive Employment of Persons with Disabilities (Sch A 213.3102(t) and (u))		✓					
Outstanding Scholar Program	✓		✓	✓	✓		
Presidential Management Intern (PMI) Program		✓					OPM administers the PMI program.
Student Career Experience Program	✓				✓		Advertising may be required under Sec. 301 in relation to RIFs within the commuting area.
Student Temporary Employment Program		✓					
Student Volunteer Service Program		✓					
Veterans Readjustment Authority (VRA)	✓				✓		Advertising may be required under Sec. 301 in relation to RIFs within the commuting area.

CTAP - Career Transition Assistance Program

ICTAP - Interagency Career Transition Assistance Program (requires reporting vacancy to OPM).

301 - Section 301 of the Energy Water and Development Act of 1996 cited in the DOE Priority Placement and Career Transition Assistance Manual

VEOA - Veterans Employment Opportunity Act of 1998

Appendix D
Use of Commercial Recruiting Firms and Nonprofit Employment Services

Workforce 21 will help us address concerns raised by the Department's oversight agencies, the Congress, public interest groups, and internal audits which have identified shortages of skilled technical personnel as a contributing factor in management problems and cost overruns. For example, the FY 1999 Defense Authorization Act, the Defense Nuclear Facilities Safety Board, and a recent General Accounting Office report all cited concerns about "the progressing brain drain" and failures in hiring quality technical and management personnel as contributing factors in the Department's program performance.

The Director of Management and Administration (MA) and the Chief Financial Officer (CFO) will soon issue guidelines on how programs request an exemption from presently assigned staffing levels for critical hiring purposes. The Director of MA will continue to manage the hiring process and, in consultation with my Office, the CFO, Office of Field Management, and other organizations, may grant limited, case-by-case exceptions while the critical needs staffing analyses are being undertaken. As necessary, revised guidelines will be issued by MA for this purpose. For this process to work, all departmental elements must prudently and effectively manage current resources as well as engage in rigorous workforce analysis and planning for the future.

Managers of program offices who are convinced that there is an urgent need to increase personnel levels must show that they have taken all reasonable measures short of hiring (e.g., streamlining existing operations, reallocating staff resources, consolidation functions, etc.). To address critical needs. Furthermore, they must show how these increases fit into the long-term workforce requirements of their organization and will result in re-building a talented and diverse workforce.

I believe we can address many of the skills gaps that have occurred over time within our available budget. In this regard, the FY 1999 Defense Authorization Act also gave the Department some tools to help address its skills mix challenges -- most notably, renewed buyout authority aimed at eliminating functions and positions no longer needed in order to create "headroom" for targeted new hires and an extension of existing excepted service hiring authority to hire scientific and technical personnel through a streamlined process and at competitive salary rates. Through the careful management of attrition, targeted recruitment, and some reordering of our priorities, we can ensure that we have the workforce that we need to meet our commitments and be responsible stewards of the taxpayers' money.


I am committed to ensuring that our mission critical staffing needs are met. In order to be successful in this, I need your full cooperation and support.



The Secretary of Energy
Washington, DC 20585

December 16, 1998

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM: BILL RICHARDSON 
SUBJECT: Workforce 21 Diversity Goals

As part of my Workforce for the 21st Century Initiative (Workforce 21), I will be reviewing your requests to undertake hiring to meet mission critical needs. I want to remind you of my strong and compelling commitment to achieving workforce diversity. During my tenure, I am determined to make the Department of Energy (DOE) a model agency, staffed and managed by a talented and diverse workforce.

I am convinced that America can only stay competitive in the 21st century if we tap the talents of our Nation's diverse population. In recent years, the lack of outside hiring opportunities has limited our ability to make meaningful changes to our workforce profile.

As outlined in the December 4, 1998, Memorandum on "Guidelines for Workforce for the 21st Century Plan," issued by the Office of Management and Administration and the Chief Financial Officer, we will now have an opportunity, under Workforce 21 to focus on diversity as we rebuild our capacity to meet critical needs and other workforce readiness issues. It is incumbent upon each organization, as it conducts workforce planning, to establish a workable and innovative action plan to realize these goals and to ensure we have a high quality, representative workforce within DOE.

Minorities and women, for example, are not fully represented at DOE at the senior and executive levels (GS-13 through SES). Hispanics, in particular, are underrepresented at all grade levels -- comprising only 6 percent of the DOE workforce and just over 2 percent of SES-level employees, compared with 11 percent of the national civilian labor force. Your workforce planning should include strategies to ensure equal opportunity in employment and a workforce reflecting our Nation's diversity. **No plans will be approved unless they clearly reflect strategies to achieve these actions and goals.**



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Appendix G
Workforce 21 Documents



The Secretary of Energy
Washington, DC 20585

November 20, 1998

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM:

BILL RICHARDSON

A handwritten signature of Bill Richardson in black ink, written over the printed name.

SUBJECT:

Workforce for the 21st Century Initiative

I am pleased to announce the Department's new Workforce for the 21st Century Initiative (Workforce 21), as the next step in strengthening our technical and management capability to fulfill our critical missions for the Nation. This marks the successful completion of the earlier Strategic Alignment Initiative (SAI), which has helped the Department trim its overall size. Now, it is time to begin the next phase, Workforce 21, which will enable the Department to hire and retain personnel in key areas with skills and technical expertise that are critical to our missions in national security, energy resources, environmental management, and science and technology.

The Department has achieved substantial downsizing since the start of the Strategic Alignment Initiative, reducing its employee population by over 3,300, or 24 percent since May of 1995. These reductions have gone far beyond the downsizing goal for the Department in Vice President Gore's 1993 reinventing government initiative. The actual reductions have exceeded our self imposed targets in all fiscal years to date. The overall staffing reduction target for the end of FY 1999 has already been met, and in fact exceeded. This is a substantial achievement which has required the cooperation of all our employees.

Over the past two months, I have been working to identify solutions to some of the Department's persistent management problems. I have concluded that the combination of changing missions and dramatic downsizing has created needs for selected staffing increases in areas of key technical expertise that we need to fulfill our national security, energy resources, environmental management, and science and technology responsibilities to our Nation.

Accordingly, I have decided that we should now address the Department's critical skills needs and move beyond the SAI with Workforce 21. As an initial step in that direction, I will consider, on a limited basis, appeals to go above presently assigned staffing levels to meet mission critical hiring needs, while still exceeding the goals in the Vice President's original National Performance Review.



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Appendix F **Points of Contact**

Subject Matter Points of Contact

EXTERNAL RECRUITMENT STRATEGIES

Anita Johnson, HQ..... (202) 586-6589

Barley Fain, RL..... (509) 376-8088

EXTERNAL RECRUITMENT FIRMS

Art Gonzales, AL..... (505) 845-4041

Cindy Oliver, RL..... (509) 376-2216

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TRAINING AND PROFESSIONAL DEVELOPMENT OF RECRUITERS

Wanda Jones, HQ..... (202) 426-1325

ASSESSMENT

Carrie Morgan, HQ..... (202) 586-6807

Commercial Recruiting Firms and Nonprofit Employment

Definitions

For purposes of this topic:

(a) A **commercial recruiting firm** is a profit-making entity which, by contract, supplies individual candidates for consideration for specific Federal vacancies, in accordance with the requirements set by the Federal agency.

(b) A **nonprofit employment service** is one legally established as nonprofit under State law. It may be operated, for example, by professional societies, organizations of college graduates, social agencies, or a State or local government. Federal agencies may not, however, use a nonprofit employment service sponsored by a partisan political organization. By contract, a nonprofit employment service supplies individual candidates for consideration for specific Federal vacancies, in accordance with the requirements set by the Federal agency.

Coverage

This covers filling positions in the competitive service; positions in the excepted service under Schedules A, B, and C; and positions in the Senior Executive Service.

When Commercial Recruiting Firms and Nonprofit Employment Services May be Used

The Department may use a commercial recruiting firm and/or a nonprofit employment service in recruiting for vacancies when:

- (a) The Department head or designee determines that such use is likely to provide well-qualified candidates who would otherwise not be available or that well-qualified candidates are in short supply;
- (b) The Department has provided vacancy notices to appropriate State Employment Service and OPM offices; and
- (c) The Department continues its own recruiting efforts.

Use of Fee-Charging Firms

(a) Federal agencies are prohibited from using commercial recruiting firms and nonprofit employment services which charge fees to individuals referred to Federal positions. Federal agencies may not consider a candidate referred by a commercial recruiting firm or nonprofit employment service if the individual has paid or is expected to pay any fee to the firm or service.

(b) The prohibition in paragraph (a) does not apply to registration fees paid by individuals to nonprofit employment services operated by professional organizations when the registration fee is imposed regardless of whether the registrant is referred for employment or placed.

Requirement for Contract

- (a) A written contract awarded in accordance with procedures stipulated in the Federal Acquisition Regulations is required between the Federal agency and a commercial recruiting firm or nonprofit employment service. The contract will satisfy the “written request” required by 18 U.S.C. 211. That Statute prohibits the acceptance of payment for aiding an individual to obtain Federal employment except when an employment agency renders services pursuant to the written request of an executive department or agency.
- (b) The contract must include the qualifications requirements for the position(s) to be filled and also provide that the firm or service will:
 - (1) Screen candidates only against the basic qualifications requirements for the position(s) specified by the Department in the contract and refer to the Department all candidates who appear to meet those requirements;
 - (2) Refer to the Department only those applicants from whom the firm or service has not accepted fees other than those permitted under “Use of Fee-Charging Firms,” Item (b) of the previous section.
 - (3) Not imply that it is the sole or primary avenue for employment with the Federal Government or a specific Federal agency; and
 - (4) Recruit and refer candidates in accordance with applicable merit principles and equal opportunity laws.

Department Responsibilities

- (a) The purpose of a commercial recruiting firm or nonprofit employment service is to serve as an additional source of applicants. Once recruited, applicants must be evaluated and appointed through regular civil service employment procedures.
 - (1) For a competitive service position, an individual must be appointed in accordance with the terms of applicable competitive service procedures.
 - (2) For an excepted service position, an individual must be appointed in accordance with the terms of the applicable appointing authority and the requirements of employment in the excepted service.
 - (3) For a Senior Executive Service position filled by career appointment, an individual must be appointed in accordance with the competitive process described in 5 U.S.C. 3393.
- (b) In order to use commercial recruiting firms or nonprofit employment services, the Department is required to:
 - (1) Make known that applicants may apply directly to the Government;
 - (2) Give the same consideration to candidates who have applied directly and candidates referred from the commercial recruiting firm or nonprofit employment service; and
 - (3) Follow all requirements for appointment, including veterans preference, where applicable.

Documentation

- (a) The Department is required to maintain records necessary to determine that using commercial recruiting firms or nonprofit employment services is cost effective and has not resulted in the violation of merit system principles or the commission of any prohibited personnel practice.

Recruitment Strategies

(b) When requested by OPM, the Department will provide reports on the use of commercial recruiting firms, based on the records required in paragraph (a) of this section.

Corrective Action

Upon evidence of failure to comply with these regulations, OPM may pursuant to its authority, order the Department to take appropriate corrective action.

[Code of Federal Regulations, Title 5, Volume 1, Parts 1 to 699, Revised as of January 1, 1998, Cite: 5CFR300]

Appendix E
Summary OPM Services

Recruitment Strategies

Merit Promotion and Competitive Rating Examining Services

OPM's Microcomputer Assisted Rating System (MARS) automates the labor intensive process of evaluating an applicant's education and experience. It provides maximum flexibility in developing automated crediting plans which meet unique hiring needs and legal requirements for validity. MARS adapts readily to both external hiring requirements and individual agency merit promotion plans. Working with other automated modules, MARS rates applications quickly and accurately, in the simplest to the most complex examining situations while cutting time and costs by as much as 65 percent.

Key Features

- OPM provides service in partnership with customers
- Uses a personal computer, optical scanners, facsimile machine and/or touch tone telephones (i.e., Telephone Application Processing System) as input devices
- Provides immediate ratings
- Screens and rates up to 25 applications per minute
- Scores training and experience and other questionnaires with up to 160 questions and 9 response options each
- Customizes rating schedules and crediting plans
- Access to rating schedule library and Human Resource Manager data to simplify creation of valid rating schedules and crediting plans

Key Benefits

- Quick and inexpensive
- Eliminates a labor-intensive and tedious process
- Useful for agency competitive and non-competitive staffing activities
- Promotes reliable and valid evaluations of education and experience

TELEPHONE APPLICATION PROCESSING SYSTEM (TAPS)

TAPS turns any touch tone telephone into an application device. It provides the capability for applicants to be rapidly referred to the Department for selection through OPM's automated staffing systems network.

Key Features

- Provides a simple effective means of applying for job vacancies
- Uses telephone to apply for Federal employment
- Processes information in less than 15 minutes
- Applicants available for employment consideration virtually immediately
- Can be used to file applications for OPM's MARS applicant evaluation system, providing faster turnaround

Key Benefits

- Available 24 hours a day, 7 days a week
- Inexpensive
- Quick turnaround time
- Hiring time reduced
- Screens for qualified applicants

AUTOMATED APPLICANT REFERRAL SYSTEMS

The Automated Applicant Referral System (AARS) is a user friendly system that rapidly provides Federal managers and human resource management specialists with referral lists and certificates of evaluated, qualified applicants. This system operates using a telephone and fax machine, and reduces a process that used to take days, to as little as 30 minutes.

Key Features

- Uses a touch-tone telephone to request referral list or certificate
- Transmits a list of referrals to caller's office via fax machine in 30 minutes or less
- Provides users with names, addresses, telephone numbers, and ratings
- Furnishes information on job series, grade level, occupational specialty, and duty location

Key Benefits

- Quick and user-friendly
- Uses ordinary office equipment
- Quick response time (30 minutes or less)
- Provides complete information on qualified and available applicants
- Especially useful in occupations with critical shortages

FEDERAL JOB INFORMATION TOUCH SCREEN COMPUTER

The Federal Job Information Touch Screen Computer is a PC-based system which uses touch screen technology to provide job seekers with daily updated Federal employment information at the touch of a finger. OPM can also customize the touch screen computers to help agencies better publicize internal job opportunities, inform greater numbers of qualified job candidates, and assist with employee out placement.

Key Features

- Current worldwide employment information, updated daily
- Key points are highlighted by a synthetic voice component
- Information on special employment programs
- Easily customized to agency job announcements and other needs
- Handles requests for application materials
- Facts on the Federal hiring process
- Facts on Federal salaries and other benefits

Recruitment Strategies

Key Benefits

- Self-contained--Touch screens can be placed wherever agency customers are
- Menus can be customized to suit agency needs
- Job information is centrally managed and updated daily
- Supports downsizing/out placement efforts

AUTOMATED TEST SCORING, APPLICATION PROCESSING, AND RESULTS NOTIFICATION

Automated test scoring and application processing coupled with results notification provides a high speed process of agency developed written test exams. The system saves customers significant time and dollars and speeds up the screening and evaluation of applicants. It handles the receipt of applications from test, test scanning, and notification of results to applicants and the customer. A well-trained, highly skilled workforce provides error free processing.

Key Features

- Use high speed scanning, on-line error resolution, quality assurance, and machine assisted distribution
- Provides results by next workday
- Offers telephone application entry
- Option to transmit automated records to agencies electronically
- Offers alternative of producing Notices of Results that can be mailed directly to each applicant
- Provides long and short term data storage and records

Key Benefits

- Economical
- Quick evaluation of applicants
- Especially useful for critical occupations
- Saves valuable staff time
- Easily retrievable electronic records

FEDERAL EMPLOYMENT INFORMATION SYSTEM-PC

The Federal Employment Information System-PC (FEIS-PC) is a personal computer network/PC based system with easy to use menus. It is designed especially to support employment information providers responding to telephone, walk-in, or correspondence inquiries from employees and the public. The FEIS-PC provides instant access to current job openings, pay scales, job qualifications and an easy-to-understand glossary of frequently used Federal employment terms and processes.

Key Features

- Current worldwide employment information, updated daily
- Job qualification requirements

- Federal salaries and pay rates
- Information on special employment programs
- Latest guidance/legal requirements affecting Federal employment
- Available for stand alone or networked computers

Key Benefits

- Easy to follow menu system
- Immediate access to job and employment information
- Job information is centrally managed and updated daily

CAREER AMERICA CONNECTION TELESERVICE CENTER AND RECRUITING MESSAGES

The Career America Connection is a nationwide automated telephone system that provides quick, easy-to-use, current Federal employment information 24 hours a day, 7 days a week. The Career America Connection Teleservice Center provides callers the option of live operator assistance; the Recruiting Message capability enables the Department to place unique, targeted recruiting messages on this nationwide telephone system.

Key Features

- Current worldwide employment information, updated daily
- Facts on the Federal hiring process
- Facts on Federal salaries and other benefits
- Information on special employment programs
- Live operators to handle individual inquiries
- Customized recruitment messages
- Voice mail to request application materials

Key Benefits

- Easy to follow
- Immediate access to job and employment information
- Job information is updated daily
- Broad publicity of job vacancies

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Appendix G
Workforce 21 Documents



The Secretary of Energy
Washington, DC 20585

November 20, 1998

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM:

BILL RICHARDSON

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SUBJECT:

Workforce for the 21st Century Initiative

I am pleased to announce the Department's new Workforce for the 21st Century Initiative (Workforce 21), as the next step in strengthening our technical and management capability to fulfill our critical missions for the Nation. This marks the successful completion of the earlier Strategic Alignment Initiative (SAI), which has helped the Department trim its overall size. Now, it is time to begin the next phase, Workforce 21, which will enable the Department to hire and retain personnel in key areas with skills and technical expertise that are critical to our missions in national security, energy resources, environmental management, and science and technology.

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The Secretary of Energy
Washington, DC 20585

December 16, 1998

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM:

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SUBJECT:

Workforce 21 Diversity Goals

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